

The seal of the Department of Defense is visible on the left side of the slide. It features an eagle with a shield, holding an olive branch and arrows, with a constellation of stars above its head. The words "DEPARTMENT OF DEFENSE" and "UNITED STATES OF AMERICA" are inscribed around the border.

# **Contractors on the Battlefield**

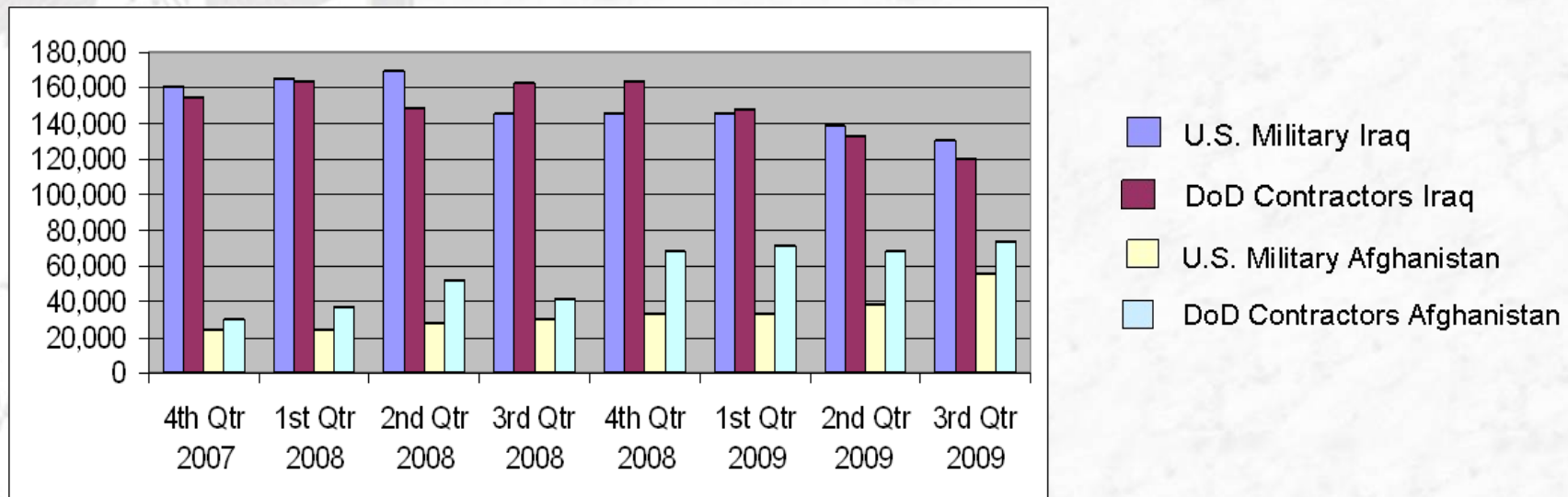
**Mr. Gary Motsek  
Assistant Deputy Secretary of Defense  
(Program Support)  
November 12, 2009**

# Current Contracted Support in CENTCOM AOR

## DOD Contractor Personnel in the CENTCOM AOR (3rd Qtr FY 09)

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
Iraq Only	119,706	31,541	56,125	32,040
Afghanistan Only	73,968	10,036	11,806	52,126
Other USCENTCOM Locations	50,061	9,381	35,053	5,627
USCENTCOM AOR	243,735	50,958	102,984	89,793

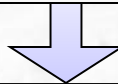
## Iraq and Afghanistan US Military / Contractor Comparison



**Contractors make up ~50% of the total effort in the CENTCOM AOR**

# Requirement for Improvement

- Shortfall in requirements definition and deliberate planning for contracted support
  - Competition among services
  - Underestimation of the size of effort
  - Varying standards of support
  - Incomplete OPLANs
- Poor management and oversight of operational contract support
  - Inadequate number of deployable Gov't Service Contract Mgt Specialists
  - No single point of contact for contracting in the AOR
  - Limited governance documents
  - Gap in legal accountability over contractors
  - Inadequate oversight of contracts
- Limited ability to track and account for contractor personnel



- Varying support standards

**It's the Law!!**

- No "linkage" between contract vehicle and contractor personnel

# Requirements Driving Change

## ➤ Section 854 of the FY 2007 NDAA requires:

- a preplanned organizational approach to program management during combat operations, post-conflict operations, and contingency operations that is designed to ensure that the DoD is prepared to conduct such program management; and
- the identification of a deployable cadre of experts, with the appropriate tools and authority, led by a senior commissioned officer or member of the Senior Executive Service
- Appointment of DoD and Service responsible managers

## ➤ DoDD 3020.49, *Orchestrating, Synchronizing, and Integrating Program Management of Contingency Acquisition Planning and Its Operational Execution*

- establishes policy and assigns responsibilities for program management for the preparation and execution of acquisitions for contingency operations

The ADUSD (PS) is the Program Manager for Operational Contract Support

### DUSD

(I&MP)

- Contingency Program Management

### ADUSD (PS)

- Oversees Management
- Leads (icw CJCS) development of Joint Policies
  - Requirements Definition
  - Contingency Program Management
  - Contingency Contracting

### CJCS

- Advise and Assist
- CONOPS Integration
- Doctrine and Training

### Service

- Ensure personnel are identified and trained

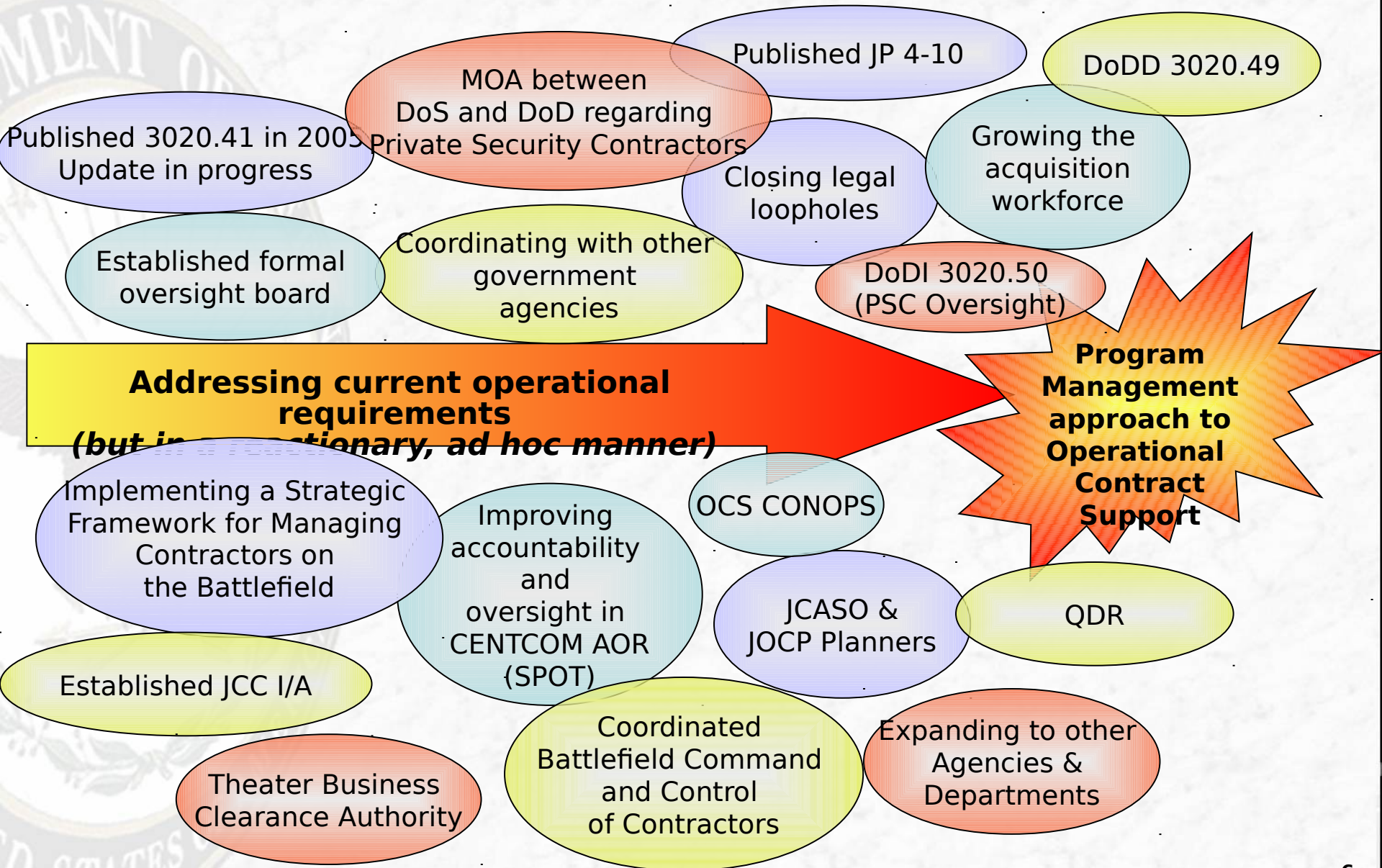
# Additional Incentives

- AOR lessons learned
- 2007 Gansler Commission Report
- National Defense Authorization Acts from FY07, 08 & 09
- Emerging legislation driving increased OCS oversight
- Restrictions on Inherently Governmental Functions
- Commission on Wartime Contracting
- Audits and studies (GAO, SIGIR, SIGAR)

***An environment of auditing; in September there were 255 active audits being conducted in Afghanistan***



# From “Impromptu” to “Institutionalization”

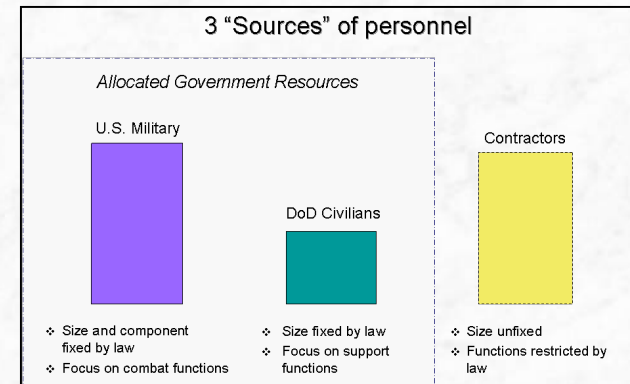


# Current Initiatives

- Transition from the current manual census to an automated census to improve contractor accountability and visibility
- Institutionalization of a future Joint Contracting Command so we have one person answerable to the Combatant Commander on issues relating to contingency contractor oversight and management
- Planners working in the Geographic Combatant Commands to achieve integrated planning
- Updates to governance documents to incorporate lessons learned
- Education and training of the non-acquisition workforce to improve management of contractors
- Chairman's Joint Task Force to review reliance on contracted support
- Interagency coordination to align effective theater oversight and management of contracted support
- Universal Code of Conduct for Private Security Contractors to

# Incorporating OCS into Strategic Documents

- Incorporating OCS into strategic documents (Guidance for Development of the Force (GDF), Global Force Management (GFM), Quadrilateral Defense Review (QDR), and other planning documents)
- Across the Department of Defense, deployable contracting and contractor management work forces are undersized, and guidance, tools and processes are immature
- Must determine the appropriate future resourcing of the requirements for personnel: military, DoD civilian, contractor
- New or Refined Policy/Doctrine
  - Whole of Government Approach
  - Civilian Expeditionary Workforce
- Cost Savings Initiatives
  - Life Cycle Management
  - Weapon System Support Technologies
  - Defense Transportation Coordinators Initiative
- Enhanced Warfighter Logistics Support
  - Deployable Depot Capability
  - Joint Contingency Acquisition Support Office (JCASO)





# Ongoing Challenges

- Compliance with FAR Clause 52.225-19 and DFARS Clause 252.225-704 requiring registration in SPOT- we will begin reporting SPOT non-compliance in January
- Inherently Governmental
- Legal accountability of contractors
- Resources (personnel and dollars)
- Tailoring solutions to a variety of contingency situations – no one size fits all solution; standardization is difficult



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## **Questions / Comments**

**Documents available at:**

**[http://www.acq.osd.mil/log/PS/about\\_us.htm](http://www.acq.osd.mil/log/PS/about_us.htm)**